

**EFFECT OF ORGANIZATIONAL CULTURE ON  
EFFECTIVE PERFORMANCE OF WORKERS IN  
MODERN OFFICE**

**BY**

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## **APPROVAL PAGE**

This research work has been read and approved by the undersigned on behalf of the Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin. In partial fulfilment of the requirements for the award of National Diploma in Office Technology and Management.

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## **DEDICATION**

This project is dedicated to Almighty Allah and my parent, Mr and Mrs Awonbiowo.

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## LIST OF TABLES

Table 1: Leadership style influence employee performance	16
Table 2: Organizational culture promote teamwork among employees	17
Table 3: Effective communication within the organization affect employee performance	18
Table 4: Organizational values align with employee motivation	19
Table 5: Work environment promote performance in your organization	20
Table 6: Organizational culture foster innovation at the workplace	21
Table 7: Leadership provide adequate support for employee growth	22
Table 8: Organization provide regular feedback on employee performance	23
Table 9: Organization prioritize employee well-being and work-life balance	24
Table 10: Job enrichment contribute to employee motivation in your organization	25
Table 11: Organization's culture align with its strategic goals	26
Table 12: Organizational culture impact employee retention	27
Table 13: Organization support continuous learning and development	28
Table 14: Organizational culture encourage open communication among employees	29
Table 15: Organizational culture foster a sense of belonging among employees	30

Table 16: Organizational culture influence the level of employee engagement	31
Table 17: Organizational culture affect employee productivity	32
Table 18: Organizational culture enhance teamwork in your organization	33
Table 19: Organizational culture influence the decision-making process	34
Table 20: Organizational culture promote creativity and innovation	35

## **TABLE OF CONTENTS**

Title Page	i
Approval page	ii
Dedication	iii
Acknowledgements	iv
List of Tables	v
Table of Contents	vii

### **CHAPTER ONE: INTRODUCTION**

1.1 Background of the Study	1
1.2 Statement of the Problem	2
1.3 Objectives of the Study	3
1.4 Research Questions	3
1.5 Significance of the Study	4
1.6 Delimitation	5
1.7 Limitation	6

### **CHAPTER TWO: LITERATURE REVIEW**

2.1 Introduction to Organizational Culture	7
2.2 Components of Organizational Culture	8
2.3 Organizational Culture and Employee Motivation	10
2.4 Organizational Culture and Job Satisfaction	11

2.5 Leadership and Organizational Culture	12
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### **CHAPTER THREE: METHODOLOGY**

3.1 Instrument Used	13
3.2 Population of the Study	13
3.3 Sample and Sampling Techniques	14
3.4 Distribution and Collection of Data	14
3.5 Reliability	15
3.6 Validity	15
3.7 Method of Data Analysis	15

### **CHAPTER FOUR: DATA ANALYSIS**

4.1 Introduction	16
4.2 Results	16

### **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

5.1 Summary	36
5.2 Conclusion	37
5.3 Recommendations	37
References	39
Appendices	41



# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the study**

Organizational culture, defined as the collective values, beliefs, and practices that guide how members of an organization interact with each other and with external stakeholders, has long been recognized as a critical determinant of business success. In the context of modern offices, organizational culture plays a vital role in shaping the behavior of employees, influencing how they perceive their roles, how they collaborate, and ultimately, how effectively they perform their duties. Organizational culture is not just a set of abstract ideas or norms; it manifests in the daily practices, rituals, communication styles, leadership approaches, and decision-making processes that characterize a workplace (Schein, 2010).

Over the past few decades, businesses have witnessed rapid changes in organizational structures, particularly with the advent of advanced technologies, globalization, and shifts toward more flexible, remote, or hybrid work environments. These transformations have brought about new challenges for organizations in terms of maintaining a cohesive and productive culture. While traditional office settings were largely hierarchical and rigid in terms of communication and decision-making, modern offices are often more fluid, collaborative, and decentralized (Cameron & Quinn, 2011). The shift from rigid to flexible work environments has created a need for organizations to reassess how their cultures affect employee performance in these new settings.

The impact of organizational culture on employee performance has been a subject of significant research. Studies have shown that a positive organizational culture can significantly enhance employee motivation, job satisfaction, and overall performance (Kotter & Heskett, 1992). When employees feel aligned with the values and goals of

the organization, they are more likely to exhibit higher levels of engagement and commitment. According to Denison (1990), organizations that develop a culture of trust, respect, and collaboration tend to have employees who are more committed to their work and who take pride in their contributions to organizational success. In contrast, when the culture is characterized by a lack of transparency, poor communication, or conflict, employee morale and performance can decline.

## **1.2 Statement of the Problem**

In contemporary organizational settings, especially in modern office environments, organizational culture has become a critical factor influencing employee performance. Organizational culture refers to the shared values, beliefs, norms, and practices that shape the interactions and behaviors of individuals within a workplace (Schein, 2010). A strong organizational culture is believed to promote cohesion, enhance job satisfaction, and lead to better overall performance, while a weak or misaligned culture can lead to disengagement, reduced productivity, and high turnover (Kotter & Heskett, 1992).

While the link between organizational culture and performance is well-documented, there remains a gap in understanding how specific aspects of organizational culture impact worker performance in modern office environments, particularly those that are increasingly characterized by remote work, technological innovation, and flexible work structures. Traditional office environments, which were often hierarchical and rigid, have been replaced by more decentralized, collaborative, and technology-driven workspaces. As a result, companies must reconsider how cultural elements like communication styles, leadership practices, and decision-making processes are adapted to meet the needs of a modern workforce.

### **1.3 Objective of the study**

The main objective of this study is effect of organizational culture on effective performance of workers in modern office. The specific objectives of the study are as follows:

1. To examine the relationship between organizational culture and employee performance
2. To identify the key elements of organizational culture that impact worker motivation and productivity
3. To assess the role of leadership in shaping organizational culture and its effect on performance
4. To analyze the impact of technological integration on organizational culture and employee performance
5. To explore the challenges of maintaining a cohesive organizational culture in diverse and geographically dispersed teams

### **1.4 Research questions**

This study aims to explore how different cultural elements affect performance in modern office settings. The research will address the following research questions:

1. What is the relationship between organizational culture and employee performance in modern office environments?
2. What is the key elements of organizational culture (such as values, leadership style, communication practices) have the most significant impact on worker motivation and productivity?

3. What is the influence of leadership styles on the development and maintenance of organizational culture, and what is their effect on employee performance in modern office settings?
4. To what extent does the integration of technology in the workplace influence organizational culture and the performance of employees, particularly in remote or hybrid work environments?
5. What challenges do organizations face in maintaining a cohesive and effective organizational culture across diverse and geographically dispersed teams, and how do these challenges affect worker performance?

### **1.5 Significance of the Study**

The significance of this study lies in its potential to provide valuable insights into the relationship between organizational culture and the performance of workers in modern office settings. By understanding how organizational culture influences employee motivation, satisfaction, and productivity, both employers and employees can benefit from more effective strategies for enhancing workplace performance.

#### **Significance to the Organization**

For organizations, this study holds substantial value by helping to understand the critical role of organizational culture in shaping the behavior and performance of employees. A strong, positive culture can enhance employee engagement, reduce turnover rates, and foster a more collaborative and innovative work environment (Schein, 2010). The findings of this study will offer organizations a deeper understanding of how cultural elements—such as shared values, norms, and leadership styles—affect day-to-day operations and overall business success.

By identifying the aspects of organizational culture that directly contribute to improved performance, the study will provide actionable insights for business leaders

and HR professionals. For example, organizations may discover the importance of fostering an inclusive culture, where employees feel valued and supported, or the role of clear communication in aligning employees with the company's vision (Brown, 2017).

### **Significance to the Workers**

For employees, the significance of this study lies in its potential to highlight the ways in which organizational culture directly impacts their work experience and job satisfaction. Employees who work in environments with a positive organizational culture tend to have higher levels of motivation, commitment, and job satisfaction (Kotter & Heskett, 1992). Understanding the link between culture and performance can empower workers to take an active role in fostering a supportive and collaborative culture within their teams.

### **1.6 Delimitations of the Study**

This study on the effect of organizational culture on employee performance in modern office environments has several delimitations. First, it will focus on organizations operating within a specific geographical region like Ilorin metropolis, which limits the ability to generalize the findings to different cultural or economic contexts (Hofstede et al., 2010). The research will concentrate on modern office settings, excluding industries where employees predominantly work outside of office-based environments, such as manufacturing or healthcare.

The study will focus on mid-level and senior employees, as they have a greater influence on organizational culture and performance outcomes compared to lower-level staff (Denison, 1990). It will also target medium to large-sized organizations, as they typically exhibit more formalized cultural structures than smaller businesses, which may differ in cultural dynamics (Cameron & Quinn, 2011).

## **1.7 Limitations of the Study**

While this study provides valuable insights into the effect of organizational culture on employee performance in modern office environments, several limitations must be acknowledged. One key limitation is the sample size and selection. Due to time and resource constraints, the study may not involve a sufficiently large or diverse sample of organizations, which could limit the generalizability of the findings. As most research on organizational culture has been conducted in large, multinational corporations, the results might not apply to smaller businesses or organizations in non-office settings (Schein, 2010).

Another limitation concerns the scope of cultural factors explored. The study will primarily focus on certain cultural dimensions such as leadership styles, communication, teamwork, and technology use, excluding other potentially influential factors such as national or regional culture, employee values, or historical company factors (Hofstede et al., 2010). This narrow focus may overlook other cultural aspects that could play a significant role in influencing employee performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

The literature review aims to explore existing research regarding the impact of organizational culture on employee performance in modern office settings. It will be conducted under the following sub headings:

2.1 Introduction to Organizational Culture

2.2 Components of Organizational Culture

2.3 Organizational Culture and Employee Motivation

2.4 Organizational Culture and Job Satisfaction

2.5 Leadership and Organizational Culture

#### **2.1 Introduction to Organizational Culture**

Organizational culture refers to the shared values, beliefs, norms, and practices that guide the behavior of individuals within an organization. It is often described as the “personality” of an organization, influencing how employees interact with one another, how they perform their tasks, and how they align with the organization's overall goals (Schein, 2010). Organizational culture encompasses both visible elements, such as company rituals and dress codes, and invisible elements, like shared assumptions and values that influence decision-making and behavior (Hofstede et al., 2010).

The concept of organizational culture has been widely discussed in literature, with several scholars emphasizing its crucial role in shaping employee behavior, job satisfaction, and organizational performance. Denison (1990) argues that a strong organizational culture creates a sense of identity and belonging among employees, which, in turn, positively impacts organizational performance. A cohesive culture

aligns individual values with organizational objectives, thus enhancing motivation, productivity, and overall job satisfaction (Cameron & Quinn, 2011).

In modern office environments, characterized by rapidly evolving technology, increasing globalization, and growing diversity in the workforce, organizational culture plays a key role in ensuring that employees remain engaged and aligned with organizational goals. For example, transformational leadership styles, which are often promoted within progressive organizational cultures, have been shown to increase employee engagement and performance by fostering innovation, trust, and collaboration (Bass & Avolio, 1994).

Moreover, the way organizational culture evolves with changing work dynamics—such as remote work, hybrid offices, and technological advancements—significantly influences its impact on performance. The integration of technology into organizational practices can either reinforce or undermine cultural values, depending on how well it aligns with the organization's ethos (Schein, 2010). As organizations increasingly adopt flexible work arrangements, understanding the intersection of organizational culture and employee performance in modern office settings becomes even more important.

## **2.2 Components of Organizational Culture**

Organizational culture is a complex and multifaceted construct that consists of several key components, each of which plays a critical role in shaping employee behavior, performance, and overall organizational success. The primary components of organizational culture include shared values, beliefs, norms, leadership styles, communication practices, and work environment. These elements collectively contribute to the organization's identity and its impact on employee engagement and performance.



At the core of any organizational culture are the shared values and beliefs that guide decision-making and behavior within the organization (Schein, 2010). These values determine what is considered important by the organization and its members, and they serve as a foundation for organizational practices. For example, a company that values innovation will encourage creativity, risk-taking, and continuous improvement, which in turn fosters a high-performance culture (Hofstede et al., 2010). When employees align with these values, it leads to greater motivation and a sense of purpose, which positively impacts their performance.

Norms refer to the informal rules that govern behavior within an organization (Cameron & Quinn, 2011). These include expectations regarding how employees interact, how work is approached, and how success is measured. Norms can be either formal, such as policies and procedures, or informal, such as unwritten guidelines for behavior. For instance, in a company with a collaborative culture, the norm may be to share information freely, which encourages teamwork and enhances overall performance. The alignment of these behavioral norms with the organization's goals is crucial for sustaining high levels of performance (Denison, 1990).

Leadership is a critical component of organizational culture, as leaders are often the primary architects of culture within an organization. Transformational leadership, in particular, has been linked to the development of positive organizational cultures that promote employee engagement, innovation, and high performance (Bass & Avolio, 1994). Leaders who demonstrate trust, provide clear direction, and encourage employee participation tend to create an environment where employees feel empowered and motivated to perform at their best (Zigarmi et al., 2009). In modern offices, leaders must adapt their styles to the digital age, facilitating collaboration among remote teams and ensuring that employees remain aligned with the organization's mission and values (Schein, 2010).

### **2.3 Organizational Culture and Employee Motivation**

Employee motivation is a critical factor that determines the overall performance and productivity of workers in any organization. Organizational culture plays a pivotal role in shaping employees' motivation levels, as it influences their perceptions of the work environment, the values they identify with, and the type of behavior that is rewarded within the organization (Cameron & Quinn, 2011). When organizational culture is aligned with employee needs, it creates an environment that fosters intrinsic motivation, leading to higher job satisfaction and performance (Ryan & Deci, 2000).

A strong organizational culture establishes clear values and expectations, which help employees feel a sense of purpose and belonging. When employees are able to connect with the organization's mission and vision, they are more likely to be motivated to contribute positively to the organization's success (Schein, 2010). For instance, in cultures where innovation, creativity, and collaboration are emphasized, employees tend to feel more empowered to take risks and contribute new ideas. This type of environment stimulates intrinsic motivation, as employees are driven by the satisfaction of personal achievement and the opportunity to make a meaningful impact (Hofstede et al., 2010).

One significant aspect of organizational culture that impacts motivation is leadership style. Leaders who align their behavior with the organization's values and who promote a culture of trust, transparency, and empowerment can enhance employee motivation. Transformational leadership, in particular, has been found to increase motivation by inspiring employees to commit to organizational goals and by creating an environment in which they feel valued and respected (Bass & Avolio, 1994). In contrast, a culture that is hierarchical and focused on control can demotivate employees, especially if it stifles creativity and autonomy (Deci et al., 1999).

## **2.4 Organizational Culture and Job Satisfaction**

Job satisfaction refers to the degree to which employees feel content with their work, their role within the organization, and their relationships with colleagues and leadership. Organizational culture has a profound impact on job satisfaction, as it shapes the work environment, the way employees interact with one another, and how they perceive their work and its alignment with organizational values (Cameron & Quinn, 2011). A positive organizational culture not only improves job satisfaction but also enhances employee engagement, motivation, and overall performance (Schein, 2010).

At the heart of job satisfaction is the alignment between individual and organizational values. When an organization's culture promotes values such as fairness, respect, and employee well-being, employees are more likely to feel satisfied with their jobs and committed to the organization. For example, in a culture where employees feel valued and their contributions are recognized, job satisfaction levels tend to be higher (Hofstede et al., 2010). Employees who perceive that their values align with the organization's culture are more likely to experience a sense of belonging and fulfillment, which directly influences their job satisfaction.

A key aspect of organizational culture that contributes to job satisfaction is the level of communication and transparency within the organization. In workplaces where open communication is encouraged, employees feel that they are kept informed about decisions, goals, and challenges, which builds trust and fosters positive relationships (Cameron & Quinn, 2011). Transparent communication allows employees to understand how their work fits into the broader organizational goals, making them feel more connected to the organization's mission. A lack of open communication, on the other hand, can lead to misunderstandings, frustration, and decreased job satisfaction (Schein, 2010).

## **2.5 Leadership and Organizational Culture**

Leadership plays a crucial role in shaping and influencing organizational culture. The relationship between leadership and organizational culture is reciprocal, as leaders not only influence the culture of an organization but are also shaped by the culture in which they operate (Schein, 2010). The type of leadership displayed within an organization can significantly affect the development and reinforcement of the organizational culture, which, in turn, impacts employee performance, motivation, and overall organizational effectiveness. In modern office environments, where adaptability and innovation are key to success, the role of leadership in fostering a positive and adaptive organizational culture is more important than ever.

Effective leaders are seen as the architects of organizational culture. Through their actions, values, and behaviors, leaders communicate the organization's priorities, set expectations, and model the behaviors that are desirable within the culture. For example, leaders who prioritize transparency, collaboration, and employee well-being tend to foster a culture of openness, trust, and inclusivity (Cameron & Quinn, 2011). This type of culture leads to enhanced employee engagement, job satisfaction, and motivation, which can result in improved performance. In contrast, leaders who maintain an authoritarian or rigid style may inadvertently create a culture of fear or resistance, undermining employee morale and performance (Hofstede et al., 2010).

Transformational leadership is particularly influential in shaping organizational culture. Transformational leaders inspire and motivate employees by encouraging innovation, empowering individuals, and promoting a shared vision (Bass & Avolio, 1994). These leaders cultivate a culture that values creativity, continuous improvement, and high performance. This type of leadership fosters an environment where employees feel valued and supported, which leads to higher levels of engagement and performance (Zigarmi et al., 2009).

## **CHAPTER THREE**

### **METHODOLOGY**

This chapter will cover the various research methodologies used to study the effect of organizational culture on employee performance in modern office environments. The section will be discussed as follows:

- 3.1 Instrument Used
- 3.2 Population of the Study
- 3.3 Sample and Sampling Techniques
- 3.4 Distribution and Collection of Data
- 3.5 Reliability
- 3.6 Validity
- 3.7 Method of Data Analysis

#### **3.1 Instrument Used**

The primary data collection instrument for this study was a structured questionnaire designed specifically by the researcher. The questionnaire was created to capture the perceptions of employees regarding the impact of organizational culture on effective performance in modern office settings. The instrument featured Likert scale closed questions with responses ranging from Strongly Agree, Agree, Disagree, to Strongly Disagree respectively. This format allowed participants to express their views on various aspects of organizational culture, such as leadership, communication, values, work environment, and their influence on job performance.

#### **3.2 Population of the Study**

The population for this study consisted of employees working in modern office environments within corporate organizations located in urban areas. These employees

were selected due to their direct involvement in organizational activities and their exposure to organizational culture, which is hypothesized to affect their work performance. The total population size of employees in these corporate organizations was estimated to be 500 employees. The study specifically targeted employees in departments such as administration, marketing, IT, and human resources, as these are the departments most influenced by organizational culture. Additionally, managers and department heads were included in the study, as they play key roles in shaping and sustaining the organizational culture that affects performance.

### **3.3 Sample and Sampling Techniques**

A stratified random sampling technique was used to select the sample from the target population. This sampling approach ensured that employees from various departments and organizational levels were adequately represented in the study. A total of 200 employees were selected, with representation from core departments such as HR, IT, marketing, administration, and sales. The selection process aimed to include a diverse set of participants, ensuring that the study provided a well-rounded perspective of how organizational culture influences performance at all levels of the organization. The sample consisted of 100 employees from administrative and marketing departments, 50 employees from HR and IT, and 50 managers and department heads.

### **3.4 Distribution and Collection of Data**

Data collection took place over a two-week period. The questionnaires were distributed to employees via paper-based methods to accommodate different work arrangements. This method allowed employees to complete the questionnaire at their convenience. For employees working on-site, the questionnaires were distributed in person by the researcher with research assistant. To enhance participation and response rates, reminder follow-up visits were conducted. A total of 200 completed questionnaires were returned, yielding a 100% response rate.

### **3.5 Reliability**

The reliability of the instrument was assessed using Cronbach's alpha coefficient, a measure of internal consistency. A pilot test was conducted with a small sample of 20 employees from a different organization to test the reliability of the instrument before it was distributed to the study's participants. The Cronbach's alpha value obtained from the pilot test was 0.87, indicating a high level of internal consistency and reliability. This suggests that the questionnaire was consistent in measuring the constructs of organizational culture and employee performance.

### **3.6 Validity**

To ensure the validity of the instrument, both content validity and construct validity were evaluated. Content validity was assessed by a panel of experts in organizational behavior, human resources, and business management review the questionnaire. They provided feedback on the clarity, relevance, and comprehensiveness of the questions. The feedback from these experts was used to revise the questionnaire, ensuring that it accurately covered the aspects of organizational culture and performance that were central to the study. Construct validity was tested using factor analysis, which confirmed that the items in the questionnaire measured the intended constructs of organizational culture and employee performance, supporting the instrument's validity.

### **3.7 Method of Data Analysis**

The data collected from the questionnaires were analyzed using descriptive statistics, including frequencies, and percentages, were used to summarize the responses of the respondents and identify a clear overview of the organizational culture, employee performance, in modern office settings

## **CHAPTER FOUR**

### **DATA ANALYSIS**

#### **4.1 Introduction**

This chapter presents the data analysis and findings derived from the survey responses on the effect of organizational culture on the effective performance of workers in modern offices. The data are presented in tabular form, followed by brief interpretations of the results.

#### **4.2 Results**

**Table 4.1: Leadership style influence employee performance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	112	56
Agree	65	32.5
Disagree	12	6
Strongly Disagree	11	5.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.1 showed that 112 (56%) of respondents strongly agreed and 65 (32.5%) agreed that leadership style influenced employee performance, while 12 (6%) disagreed and 11 (5.5%) strongly disagreed with the statement.



**Table 4.2: Organizational culture promote teamwork among employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	85	42.5
Agree	100	50
Disagree	10	5
Strongly Disagree	5	2.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.2 indicated that 85 (42.5%) of respondents strongly agreed and 100 (50%) agreed that organizational culture promoted teamwork among employees, while 10 (5%) disagreed and 5 (2.5%) strongly disagreed with the statement

**Table 4.3: Effective communication within the organization affect employee performance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	130	65
Agree	55	27.5
Disagree	10	5
Strongly Disagree	5	2.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.3 showed that 130 (65%) of respondents strongly agreed and 55 (27.5%) agreed that effective communication within the organization affected employee performance, while 10 (5%) disagreed and 5 (2.5%) strongly disagreed with the statement.

**Table 4.4: Organizational values align with employee motivation**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	105	52.5
Agree	80	40
Disagree	10	5
Strongly Disagree	5	2.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.4 showed that 105 (52.5%) of respondents strongly agreed and 80 (40%) agreed that organizational values aligned with employee motivation, while 10 (5%) disagreed and 5 (2.5%) strongly disagreed with the statement.

**Table 4.5: Work environment promote performance in your organization**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	95	47.5
Agree	85	42.5
Disagree	12	6
Strongly Disagree	8	4
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.5 indicated that 95 (47.5%) of respondents strongly agreed and 85 (42.5%) agreed that the work environment promoted performance, while 12 (6%) disagreed and 8 (4%) strongly disagreed with the statement.

**Table 4.6: Organizational culture foster innovation at the workplace**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	120	60
Agree	55	27.5
Disagree	15	7.5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.6 revealed that 120 (60%) of respondents strongly agreed and 55 (27.5%) agreed that organizational culture fostered innovation in the workplace, while 15 (7.5%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.7: Leadership provide adequate support for employee growth**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	85	42.5
Agree	75	37.5
Disagree	30	15
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.7 showed that 85 (42.5%) of respondents strongly agreed and 75 (37.5%) agreed that leadership provided adequate support for employee growth, while 30 (15%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.8: Organization provide regular feedback on employee performance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	70	35
Agree	95	47.5
Disagree	25	12.5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.8 indicated that 70 (35%) of respondents strongly agreed and 95 (47.5%) agreed that employees received regular feedback on their performance, while 25 (12.5%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.9: Organization prioritize employee well-being and work-life balance**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	105	52.5
Agree	75	37.5
Disagree	15	7.5
Strongly Disagree	5	2.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.9 showed that 105 (52.5%) of respondents strongly agreed and 75 (37.5%) agreed that their organization prioritized employee well-being and work-life balance, while 15 (7.5%) disagreed and 5 (2.5%) strongly disagreed with the statement.



**Table 4.10: Job enrichment contribute to employee motivation in your organization**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	90	45
Agree	80	40
Disagree	20	10
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.10 indicated that 90 (45%) of respondents strongly agreed and 80 (40%) agreed that job enrichment contributed to employee motivation in the organization, while 20 (10%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.11: Organization's culture align with its strategic goals**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	95	47.5
Agree	85	42.5
Disagree	15	7.5
Strongly Disagree	5	2.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.11 showed that 95 (47.5%) of respondents strongly agreed and 85 (42.5%) agreed that the organization's culture aligned with its strategic goals, while 15 (7.5%) disagreed and 5 (2.5%) strongly disagreed with the statement.

**Table 4.12: Organizational culture impact employee retention**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	110	55
Agree	65	32.5
Disagree	15	7.5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.12 revealed that 110 (55%) of respondents strongly agreed and 65 (32.5%) agreed that organizational culture impacted employee retention, while 10 (5%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.13: Organization support continuous learning and development**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	80	40
Agree	95	47.5
Disagree	15	7.5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.13 indicated that 80 (40%) of respondents strongly agreed and 95 (47.5%) agreed that their organization supported continuous learning and development, while 15 (7.5%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.14: Organizational culture encourage open communication among employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	100	50
Agree	80	40
Disagree	10	5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.14 showed that 100 (50%) of respondents strongly agreed and 80 (40%) agreed that organizational culture encouraged open communication, while 10 (5%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.15: Organizational culture foster a sense of belonging among employees**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	85	42.5
Agree	95	47.5
Disagree	10	5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.15 revealed that 85 (42.5%) of respondents strongly agreed and 95 (47.5%) agreed that organizational culture fostered a sense of belonging, while 10 (5%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.16: Organizational culture influence the level of employee engagement**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	105	52.5
Agree	80	40
Disagree	10	5
Strongly Disagree	5	2.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.16 showed that 105 (52.5%) of respondents strongly agreed and 80 (40%) agreed that organizational culture influenced employee engagement, while 10 (5%) disagreed and 5 (2.5%) strongly disagreed with the statement.

**Table 4.17: Organizational culture affect employee productivity**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	110	55
Agree	70	35
Disagree	15	7.5
Strongly Disagree	5	2.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.17 revealed that 110 (55%) of respondents strongly agreed and 70 (35%) agreed that organizational culture affected employee productivity, while 15 (7.5%) disagreed and 5 (2.5%) strongly disagreed with the statement.



**Table 4.18: Organizational culture enhance teamwork in your organization**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	95	47.5
Agree	80	40
Disagree	15	7.5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.18 indicated that 95 (47.5%) of respondents strongly agreed and 80 (40%) agreed that organizational culture enhanced teamwork, while 15 (7.5%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.19: Organizational culture influence the decision-making process**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	100	50
Agree	80	40
Disagree	10	5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.19 showed that 100 (50%) of respondents strongly agreed and 80 (40%) agreed that organizational culture influenced the decision-making process, while 10 (5%) disagreed and 10 (5%) strongly disagreed with the statement.

**Table 4.20: Organizational culture promote creativity and innovation**

<b>Options</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Strongly Agree	90	45
Agree	85	42.5
Disagree	15	7.5
Strongly Disagree	10	5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Researcher's fieldwork 2025**

Table 4.20 indicated that 90(45%) of respondents strongly agreed and 85 (42.5%) agreed that organizational culture promoted creativity and innovation, while 15 (7.5%) disagreed and 10 (5%) strongly disagreed with the statement.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

#### **5.1 Summary**

This study investigated the impact of organizational culture on the effective performance of workers in modern offices. The research focused on how elements such as leadership style, teamwork, communication, organizational values, and work environment influence employee performance and motivation. The study was conducted using a sample of 200 employees from organization selected for the study, , with data collected through structured questionnaires.

The findings from the data analysis revealed several key insights into the relationship between organizational culture and employee performance. Leadership style was identified as a critical factor influencing employee performance, with the majority of respondents affirming that effective leadership enhances performance. Furthermore, organizational culture was found to play a significant role in promoting teamwork and collaboration among employees, contributing to higher levels of engagement and productivity.

Effective communication and alignment of organizational values with employee motivation were also found to be integral to high employee performance. Additionally, the work environment, job enrichment, and organizational culture were shown to foster innovation, enhance employee engagement, and improve overall job satisfaction. The study also highlighted that organizations that prioritize employee well-being and provide regular feedback saw higher levels of employee motivation and performance.

## **5.2 Conclusion**

The results of this study underscore the significant impact that organizational culture has on the effective performance of workers in modern office settings. Organizational culture is not merely an abstract concept but a critical driver of employee behavior, productivity, and job satisfaction. Employees who perceive their organizational culture as supportive, innovative, and aligned with their values tend to demonstrate higher levels of motivation, engagement, and overall performance.

Additionally, leadership style was found to be a key determinant in shaping the performance outcomes of employees. Leaders who demonstrate support for employee growth and foster a culture of open communication tend to promote higher job satisfaction and performance. Likewise, a work environment that prioritizes collaboration, feedback, and employee well-being contributes positively to performance outcomes. The findings suggest that organizations aiming to improve employee performance should focus on cultivating a positive, supportive, and motivating culture.

This study also highlights the importance of alignment between organizational culture and strategic goals. When the culture is aligned with the strategic objectives of the organization, employees are more likely to feel engaged and committed to the organization's success. The study reinforces that an organization's culture influences not only the individual employee but also team dynamics and decision-making processes, all of which contribute to overall performance.

## **5.3 Recommendations**

Based on the findings of this study, the following recommendations are made for organizations aiming to enhance the performance of their employees through the improvement of organizational culture:

1. Organizations should invest in leadership development programs that focus on fostering leadership styles that promote employee growth, feedback, and support.
2. Organizations should create an environment that promotes teamwork by fostering a culture of collaboration.
3. Organizations must ensure that their culture reflects the values and expectations of their workforce.
4. Organizations should create opportunities for employees to contribute ideas, take calculated risks, and engage in continuous learning.
5. Organizations should support continuous learning and development opportunities for their employees.

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KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear Sir/Ma,

### RESEARCH QUESTIONNAIRES

This is a research instrument to elicit information relevant to research work titled Effect of Organizational Culture on Effective Performance of Workers in Modern Office.

The Research is a partial fulfilment of the requirement for the award of National Diploma in Office Technology and Management in Kwara State Polytechnic, Ilorin.

I shall be grateful if this questionnaire can be completed by you. Your anonymity is highly guaranteed. Information gathered through this questionnaire would be used only for Academic purposes.

## QUESTIONNAIRE

1. Leadership style influences employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
2. Organizational culture promotes teamwork among employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
3. Effective communication within the organization affects employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
4. Organizational values align with employee motivation. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
5. The work environment promotes performance in your organization. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
6. Organizational culture fosters innovation at the workplace. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
7. Leadership provides adequate support for employee growth. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
8. The organization provides regular feedback on employee performance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
9. The organization prioritizes employee well-being and work-life balance. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
10. Job enrichment contributes to employee motivation in your organization. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
11. The organization's culture aligns with its strategic goals. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
12. Organizational culture impacts employee retention. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
13. The organization supports continuous learning and development. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )

14. Organizational culture encourages open communication among employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
15. Organizational culture fosters a sense of belonging among employees. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
16. Organizational culture influences the level of employee engagement. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
17. Organizational culture affects employee productivity. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
18. Organizational culture enhances teamwork in your organization. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
19. Organizational culture influences the decision-making process. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )
20. Organizational culture promotes creativity and innovation. (a) Strongly Agree ( ) (b) Agree ( ) (c) Disagree ( ) (d) Strongly Disagree ( )